



**DEPARTMENT OF THE AIR FORCE**  
**UNITED STATES AIR FORCES IN EUROPE**

16 Nov 2004

MEMORANDUM FOR SEE DISTRIBUTION LIST

FROM: USAFE/CC  
Unit 3050 Box 1  
APO AE 09094

SUBJECT: Alternative Dispute Resolution (ADR) in Workplace Disputes

1. In a 10 Jun 04 memo to all MAJCOM and FOA commanders, Secretary Roche urged us to make a personal commitment to ensuring the Air Force achieves the full measure of ADR benefits with the implementation of the recently published AFI 51-1201, *Alternative Dispute Resolution in Workplace Disputes*. USAFE stands committed to this important program which encourages positive communication and resolution of issues at the lowest possible level.
2. USAFE will implement ADR IAW AFI 51-1201 and adoption of a USAFE Supplement to this instruction. While ADR is not appropriate in all workplace disputes, it is a time-tested and viable alternative which should be considered. Installation commanders and their staffs are responsible for ensuring supervisors and employees have the necessary tools to resolve disputes at the lowest possible level, by the least expensive means in a way that protects and preserves the integrity of the workplace and furthers mission accomplishment. All USAFE installations are expected to design and implement their own ADR plans commensurate with their workplace dispute workloads and mission requirements. As you develop and forward your plans, success is conditioned upon maintaining a strong partnership with all ADR stakeholders, including DP, EEO, MEO, JA and your civilian workforce.
3. I echo the Secretary's call for commitment to encourage and promote the appropriate use of ADR in workplace disputes and expect the same commitment from you. The USAFE ADR Champion is Colonel Dan Rogers, Deputy Staff Judge Advocate, HQ USAFE/JA, DSN 480-6826. Col Rogers and his staff stand ready to support your efforts in this important people and mission focused program.

A handwritten signature in black ink, appearing to read "R. H. Foglesong", is positioned above the printed name.

ROBERT H. FOGLESONG  
General, USAF  
Commander

3 Attachments

1. SAF Memo, 10 Jun 04
2. AFI 51-1201, 21 Apr 04
3. Draft USAFE Supp AFI 51-1201